

Stevens Memorial Library Trustees Meeting Minutes
Malcolm Stewart Room
January 16, 2018
4:00 pm.



Stevens Memorial Library
20 Memorial Drive
Ashburnham, MA 01430
P: (978) 827-4115
F: (978) 827-4116
library@ashburnham-ma.gov

ATTENDEES:

Paula St. Laurent-Kuehl, Chairman Ed Vitone, Candace Wright, Anne Olivari, Jessica Caouette, Christopher Rigby and Library Director Emily Donnelly

ABSENT: None

GUESTS: None

PRESS: None

Agenda Item I:

CALL TO ORDER: The meeting was called to order by Chairman Ed Vitone at 4:00 p.m.

Agenda Item II:

APPROVAL OF AGENDA: Ed Vitone noted that correspondence was received after the agenda was posted and the Secretary's Report should be amended to cover the correspondence. A motion was made by Candace Wright and seconded by Jessica Caouette to accept the agenda as amended. The vote was unanimous.

Agenda Item III:

PUBLIC INPUT (5 MINUTES): None.

Agenda Item IV:

APPROVAL OF MINUTES: Jessica Caouette noted that the description of the "desk audit" described on page 3 of the minutes was incorrect. Jessica proposed a correction. A motion was made by Candace Wright and seconded by Anne Olivari to accept the minutes of December 19, 2017 as amended. The vote was unanimous.

Agenda Item V (a):

Emily presented the year-to-date financials and although expenditures are tracking slightly ahead of the straight-line model, variances were attributable to large front-end expenditures. Emily expects to end the year on budget.

Agenda Item V (b):

Emily presented the Director's Report.

- Follow-up to last month's meeting:
 - Emily handed out a complete listing of periodicals that the library subscribes to along with circulation, FY17 cost, and cost per circulation. Ed Vitone stated that this information should have been included in the handout package but he neglected to attach it to his distribution email.
 - A number of periodicals were shown with zero circulations but Emily felt that in some cases the data was not accurate. This lack of accuracy was somewhat troubling because

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circulation is one of the dashboard metrics, and if the data was unreliable, the metric could be meaningless. When asked, Emily felt that the issue was not attributable to the C/W MARS system.

- Emily was asked what if any periodicals she would cancel. Emily gave a notional response but she would make a final determination sometime later.
- Emily then presented a list of museum passes purchased by the library along with cost and use statistics.
- Emily also presented a list of all museum passes that libraries in the C/W MARS system subscribe to. Emily will evaluate this data in the future.
- **Benchmarking:**
 - Emily compared the percentage of the budget spent on staff versus four similar libraries. She found that the benchmark libraries spend ~74% of the budget on staff vs. our 68%. This suggests that we could likely support more staff hours without a change in the total budget. Emily will continue to analyze this before making any recommendation.
 - Emily also reported that the staff work assignments are largely a holdover from the former director and that more efficient/productive assignments are possible. Emily felt the upcoming desk audit will assist in work reassignments.
 - Emily provided statistics on the number of hours that the library is open relative to the current staff. The data shows that our library is open more hours per staff hour than the libraries she analyzed. Emily presented a notional new “open schedule” which reduced hours on Wednesday, closed on Friday and added 1 hour on Saturday. Emily solicited a reaction from the Trustees. Paula and Anne felt that closing all day on Fridays would be poorly received by the public. Ed asked a number of questions which included: what would the new work schedule of the staff be; what would the staff do when the library was closed (projects?); what is the communication plan for the change; how do we show that it will improve overall service to the patrons. Emily took the comments under advisement.
- Emily noted a typo in her report. The CMLA meeting is on January 23, not January 19.
- Progress on FY18 Goals: Emily reviewed her progress to date and upcoming plans.

Agenda Item VI: Old Business:

- **Trustee Self-Evaluation:** The trustees reviewed each of the 24 evaluation criteria. In most areas the trustees felt the Board was doing a satisfactory job. The areas needing improvement were:
 - Training and orientation of new trustees needed to be improved. Jessica suggested a checklist be created listing what need to be covered and who should provide the training.
 - The trustees do not have a notebook to augment the MBLC Handbook.
 - The Board does not have a written list of goals and objectives
 - Other than the Strategic Plan put together by the director and approved by the Board, there is no step-by-step long-range plan for future growth of the library.
- **Library Space Plan:** There was a unanimous agreement that the current utilization of space within the building was less than optimal. There was an animated discussion of the best way to proceed. Questions were expressed about code compliance requirements, thresholds on ADA compliance (and what past, planned and future expenditures were included in the threshold), and the adequacy of a requirements specification. A motion was made by Candace Wright and second by Anne Olivari to engage NADAAA to perform a concept space plan of the library at a price not to exceed \$16,500 after the Board and Director complete a requirements specification. The vote was unanimous. Emily was

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requested to ask NADAAA if in their view the heat pump project would be included in the expenditure threshold for ADA compliance. A meeting to define requirements was scheduled for Wednesday, January 24 at 9 a.m. Jessica Caouette left the meeting at approximately 6:15.

- Director's Goals for 2nd Half FY18: Deferred until next meeting.

Agenda Item VII: Secretary's Report:

Ed Vitone reported that:

- Notification was received from the MBLC on the second half award of the expected state grants
- An invoice was received from GRKB (auditors). This invoice was previously approved for payment and included in the most recent warrant.
- A thank you note from Melanie Hyslop was received for the Staff/Friends breakfast held in December.

Agenda Item VIII: Treasurer's Report

Treasurer Paula St. Laurent-Kuehl reported on the balances in the Edward Jones trust funds and the Whittemore Fund (monthly reports were recently received from the town).

The cash audit for the last month found cash in compliance with requirements. Paula suggested that when the Friends pick up the envelope containing monies collected by the library for the Friends, that in addition to signing the envelope, the Friend acknowledge in writing the amount of money they are accepting. There was a typo noted in the report.

A motion was made by Candace Wright and seconded by Anne Olivari to accept the treasurer's report as amended. The vote was unanimous.

Agenda Item IX (a): Green Energy Update: Nothing to Report.

Agenda Item X: Friends Update: No report

Agenda Item XI: New Business:

- (a): Reports for Annual Town Report
Emily handed out her draft report and asked for comments. Both Ed and Paula will prepare draft reports for review in the next meeting.
- (b): Special Articles for Annual Town Meeting - Deferred to next meeting
- (c): Review of Trust Fund Balance
Ed Vitone passed out a worksheet showing options for determining how much of the trust funds are available for use. This will be discussed at the next meeting.
- (d): Trustees up for Re-election – Deferred to next meeting
- (e): Meeting Room Policy - Deferred to next meeting

Agenda Item XII: Other

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No discussion.

Agenda Item XIII:

PUBLIC INPUT (5 MINUTES): None

Agenda Item XIV:

A motion was made by Anne Olivari and seconded by Paula St. Laurent-Kuehl, by to adjourn the meeting at 6:37 p.m. The vote was unanimous.

Respectfully Submitted,
Edward J Vitone Jr. (Electronic Signature)
Ed Vitone
Library Trustees Secretary

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Agenda Item II

Trustee Meeting Agenda
Tuesday January 16, 2018 – 4:00 P.M.
Stevens Memorial Library

- I. Call to Order
- II. Approval of Agenda
- III. Public Input (5 minutes)
- IV. Approval of Minutes
 - a. December 19, 2017
- V. Director's Report
 - a. FY18 Municipal Budget
 - b. Director's Report
 - c. Follow-up from Last Month
- VI. Old Business
 - a. Trustee Self Evaluation
 - b. Decision on Space Plan
 - c. Director Goals: Jan through June
- VII. Correspondence – Secretary's Report
 - a. None
- VIII. Treasurers Report
 - a. Review and Approve Treasurers Report
 - b. Status of Cash Audit
- IX. Green Energy
 - a. Status of HVAC Program
- X. Friends Update
- XI. New Business
 - a. Draft reports for Annual Town Report (Director, Trustees & Treasurer)
 - b. Special Articles for Annual Town Meeting (if any)
 - c. Review Trust Fund Balances & Designate "Principal"
 - d. Trustees Up for re-election (Candace & Chris)
 - e. Review Meeting Room Policy
- XII. Other
- XIII. Public Input (5 minutes)
- XIV. Adjourn

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Agenda Item IV



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Minutes of Trustee Meetings

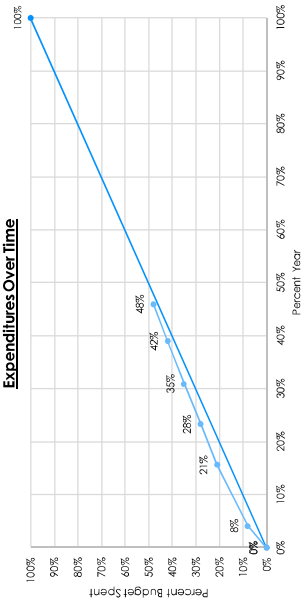
Minutes Posted on line at

http://www.ashburnham-ma.gov/Pages/AshburnhamMA_LibraryMinutes/

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Agenda Item V (a)

FY18 Year-to-Date Financials



Monthly Income (Dec. 10-30, 2017)

ITEM	AMOUNT	YTD
General Fund	\$110.57	\$1,177.03
Donations	\$136.90	\$909.19
Totals	\$247.47	\$2,086.22

Summary	TOTAL ANNUAL BUDGET
	\$223,346
TOTAL YTD EXPENSES	\$107,978

Monthly Expenses (Municipal)

ITEM	TOTAL BUDGET	SPENT THIS MONTH	YTD	YTD REMAINING	YTD % SPENT
Salaries & Wages	\$149,234	\$12,087	\$71,042	\$78,192	48%
Temporary wages	\$7,273	\$150	\$1,328	\$5,945	18%
Repairs & Maintenance	\$13,132	\$439	\$3,336	\$9,796	25%
Prof Tech Svcs	\$8,316	\$80	\$9,875	(\$1,559)	119%
Communications	\$575	\$14	\$177	\$398	31%
Supplies	\$3,750	\$227	\$1,370	\$2,380	37%
Prof Devel & Travel	\$1,000	\$0	\$1,175	(\$175)	118%
Books	\$40,066	\$2,082	\$19,676	\$20,390	49%
Totals	\$223,346	\$15,078	\$107,978	\$115,368	48%

Monthly Expenses (Project)

ITEM	TOTAL BUDGET	SPENT THIS MONTH	YTD	YTD REMAINING	YTD % SPENT
Templeton Paving (regrade)	\$6,068	\$0	\$6,068	\$0	100%
Intellibeam (security camera)	\$5,290	\$0	\$5,290	\$0	100%
Joan Kelly murder mysteries	\$460	\$0	\$460	\$0	100%
C/W MARS	\$6,000	\$0	\$6,000	\$0	100%
Dianne Rictel programs & kit	\$1,450	\$0	\$633	\$817	44%
Space Planner	\$20,000	\$0	\$0	\$20,000	0%
Programs	\$7,500	\$0	\$4,572	\$2,928	61%
Heat Pump (Green Energy)	\$75,000	\$1,921	\$1,921	\$73,079	3%
Total	\$121,768	\$1,921	\$24,943	\$96,825	20%

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Agenda Item V (b)

Director's Report

DIRECTOR'S REPORT

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Action items for this meeting

1. Review goal updates and recommendations
2. Review and act on results from RFQ

action items from last meeting:

- Review cost/use of museum passes and magazines
 - See attached "Passes & Periodicals" Document
 - Also includes passes held by other libraries that we do not have
- Pass along proposed goals for Trustee review and further discussion
 - After the last meeting, and consultation with a couple of individual Trustees, I realized that the goals I proposed in December were too ambitious. In light of this clarity, I propose the following goals for the remainder of FY18:
 - Redesign
 - Reorganize children's room, even if it has to be a temporary solution (June)
 - Purchase or create signage to improve usability of collections (April)
 - Create fundraising plan with Friends to fund redesign work (February)
 - Marketing
 - Create brand book for consistent appearance across marketing efforts (March)
 - Sign up for Wowbrary (January)
 - Create guidelines around frequency of marketing and distribution of responsibility (March)
 - Collaboration
 - Continue interviews with community leaders (March)
 - Continue to create (physical and virtual) spaces for organizations to spread their messages (June)
 - Communications
 - Coordinate promotions (of Library & partners) with labor available through Friends (May)
 - Create communications standards that can be implemented with minimal training (in conjunction with marketing efforts) (March)

news around the library

Facilities

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- I've taken over tracking the Library's oil consumption. Due to the frigid temperatures, I expect that we'll need at least one more delivery (approximately 1500 gallons) before the winter ends.
- NADAAA came to present their ideas to any interested parties on January 8. The Trustees will make a decision at our next meeting.

Benchmarking

- I've contacted 6 libraries with budgets similar to ours but more FTEs to see how they pay for it: Dighton, Groveland, Newbury, Shirley, Sutton, and Upton.
- 4 libraries responded (Dighton, Groveland, Sutton, Upton), and have been incredibly generous with their time and information
- Some conclusions:
 - Average staff per hour open is 3.84
 - Ours is 3.14
 - To increase it to average (without adding staff), we'd have to reduce hours to 36
 - This is not the FTE (full-time equivalence) – this is the number of staff you could theoretically have on each hour open
 - Other libraries spend an average of 74% of their municipal budget on salaries and wages
 - We budget 68% on salaries and wages
 - If one looks at all monies budgeted by the Library in FY18, 42% was budgeted for salaries.
 - Caveat: we don't normally have \$75,000 maintenance items in our budget
- Some suggestions for moving forward:
 - Continue to evaluate *everything* for efficiency
 - Staff responsibilities may need to be adjusted
 - Desk audit will occur this winter
 - Consider reducing hours open
 - Average FTE per hour open for our population group is 0.14; ours is 0.09
 - If we were open 36 hours, our FTE per hour open would increase to 0.11. We could do this by adjusting the hours to:
 - Monday: *no change*
 - Tuesday: *no change*
 - Wednesday: 1-8 (*3 hour reduction in hours*)
 - Thursday: *no change*
 - Friday: CLOSED (*6 hour reduction in hours*)
 - Saturday: 10-3 (*1 hour increase in hours*)

upcoming director commitments (a selection)

MEETING	LOCATION	DATE
Staff meeting	SML	January 17, 2p
CMLA meeting	Athol	January 19, 10a
Department Head meeting	Public Safety Building	February 6, 1p

cash collection

[Moved to budget report]

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|| FY18 GOAL PROGRESS REPORT

Benchmark performance, procedures, & best practices vs. peer libraries (unchanged from last month because we didn't get to discuss it)

- Summary:
 - I sat down with the directors of Ashby, Boylston, Townsend, and Westminster, explained what we're doing, and toured their libraries.
 - The libraries that I wanted to visit again and again were those that were bright and clean.
 - I've requested follow-up information from other libraries, but have not yet received it.
- Conclusions:
 - Redesign is crucial – our downstairs is dark, depressing, & uninviting
 - Successful libraries advertise EVERYTHING that they do – Got a new circulation desk? Publicly thank funders. New books arrived? Alert the press!
 - USE. EVERYONE. Staff levels are generally directly related to the community's income, and all other measures of success seem to come from those ratios. The most successful libraries are the ones who use everyone: Friends, Trustees, families, staff, volunteers . . .
 - Money begets money. If we're spending money to improve the library, it encourages others to give us money so we can spend more money on improving the library.
- Suggestions:
 - Prioritize redesign: what can be done IMMEDIATELY?
 - Move children's room
 - Institute (temporary, beautiful) signage
 - Intensify advertising efforts – spread responsibility throughout staff
 - Create marketing/brand book
 - Sign up for Wowbrary

Implement a performance dashboard

- See attached graphs

	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	FY18 YTD	FY17 YTD	Change
Circulation	3,287	3,535	2,511	2,673	2,544	16,920	16,043	5%
New Patrons	55	55	31	18	30	202	243	-17%
Visits	3,546	3,745	2,420	2,936	2,401	16,975	17,530	-3%

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Programs	34	19	19	15	21	125	104	20%
Program Attendance	565	190	157	694	300	2,168	1,441	50%

Increase number of cardholders

- Corinne has met with Janet Gross, the librarian at Cushing. We are working with her to get cards to the Cushing community, as we have electronic resources that would be useful to them.
- We are investigating the reality of using Cushing as a beta test to implement eCards
 - As a closed community, it's a perfect place to explore and work out bugs
- They are eager to collaborate

Identify gaps in service

- Interviews are ongoing. Those that have been completed are:
 - Dorene Francis (Briggs/Extended Day)
 - Phil Saisa (Overlook)
 - Dave Uminski (Oakmont)
 - Chief Barrett (Ashburnham Police)
 - Chief Cleveland (Ashburnham Fire)
 - Heather Budrewicz (Town Administrator)
 - Rosemarie Meissner (Economic Development, Friends, Rail Trail, Dems, business owner)
 - Pat Stewart (Agricultural Commission)
- Patron Survey
 - 97 surveys were completed, and responses were overwhelmingly positive.
 - Other libraries have more books than us, but people seem to understand the space issue (compared to Fitchburg or Gardner)
 - Respondents are grateful that we've joined C/W MARS
 - The staff were praised in a significant majority of responses.
 - Respondents expressed gratitude for the increase in number and variety of programs
 - Some people are still longing for yoga at the library

Space plan/redesign

- In addition to the presentation that NADAAA brought to the library for interested parties, I received uniformly glowing responses from their references. They are heralded as a uniquely responsive, reliable, and dedicated architectural firm.

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Agenda Item VIII

Treasurers Report – January 16, 2018

Edward Jones Mutual Funds

12/31/2016 Year End	\$14,271.39	\$219,408.31
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DATE	DETAIL	VALUE CHANGE	BALANCE
1/27/2017	Ending Balance	\$5,499.10	\$224,907.41
2/24/2017	Ending Balance	\$3,346.78	\$228,254.19
3/31/2017	Ending Balance	\$887.88	\$229,142.07
4/28/2017	Ending Balance	\$2,484.28	\$231,626.35
5/26/2017	Ending Balance	\$3,532.28	\$235,158.63
6/30/2017	Ending Balance	\$157.74	\$235,316.37
7/28/2017	Ending Balance	\$4,603.93	\$239,920.30
8/25/2017	Ending Balance	-\$1,500.16	\$238,420.14
9/29/2017	Ending Balance	\$5,362.12	\$243,782.26
10/27/2017	Ending Balance	\$3,601.14	\$247,383.40
11/24/2017	Ending Balance	\$1,983.31	\$249,366.71
12/31/2017	Ending Balance	\$2,150.97	\$251,517.68

Mutual Fund Monthly

	<u>Kids</u>	<u>Music</u>	<u>Upkeep</u>	<u>Unrestricted</u>	<u>Books</u>	<u>Mysteries</u>	<u>Total</u>
30-Jun-17	\$85,177.28	\$46,193.95	\$26,960.06	\$62,256.11	\$9,077.42	\$5,651.55	\$235,316.37
28-Jul-17	\$86,770.34	\$47,083.08	\$27,524.39	\$63,480.71	\$9,282.32	\$5,779.46	\$239,920.30
25-Aug-17	\$86,258.56	\$46,805.31	\$27,322.31	\$63,072.05	\$9,224.53	\$5,737.38	\$238,420.14
29-Sep-17	\$88,110.60	\$47,834.63	\$27,963.20	\$64,529.76	\$9,458.24	\$5,885.83	\$243,782.26
27-Oct-17	\$89,331.16	\$48,531.06	\$28,416.27	\$65,491.04	\$9,625.61	\$5,988.26	\$247,383.40
24-Nov-17	\$90,006.52	\$48,914.77	\$28,671.95	\$66,016.11	\$9,715.86	\$6,041.50	\$249,366.71
31-Dec-17	\$90,740.03	\$49,354.32	\$28,899.33	\$66,608.51	\$9,817.25	\$6,098.24	\$251,517.68

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Whittemore Trust Account

12/31/2016	Year End Balance	\$ 38,775.00	\$ 1,459.80	\$ (7,493.48)	\$ 133,720.74
DATE	DETAIL	ADDITIONS	INTEREST	TRANSFER	BALANCE
1/31/2017	Month Ending		\$ 408.69		\$ 134,129.43
2/28/2017	Month Ending		\$ 117.50		\$ 134,246.93
3/31/2017	Month Ending		\$ 375.33		\$ 134,622.26
4/30/2017	Month Ending		\$ 23.95		\$ 134,646.21
5/31/2017	Month Ending		\$ 143.19	\$ 1,877.26	\$ 132,912.14
6/30/2017	Month Ending		\$ 183.08	\$ 1,952.36	\$ 131,142.86
7/30/2017	Month Ending		\$ 7.00	\$ 15,647.22	\$ 115,502.64
8/31/2017	Month Ending		\$ 71.73		\$ 115,574.37
9/30/2017	Month Ending	\$ 39,000.00	\$ 188.32		\$ 154,762.69
10/31/2017	Month Ending	\$ 161.17	\$ 202.11		\$ 155,125.97
11/30/2017	Month Ending		\$ 262.90		\$ 155,388.87
12/31/2017	Month Ending		\$ 167.69		\$ 155,556.56

Audit of Cash Activities and Transfers for the Period of December 14, 2017 – January 9, 2018

Town Transfers for the period totaled \$274.47 (12/16 \$77.77, 12/22 \$143.30, 12/29 \$26.40 and 1/6 \$27.00). There was one open envelope containing \$8.00 in collections. The cash drawer contained \$33.30, with two receipts totaling \$3.30.

Friends Transfers – The Friends had an open envelope with \$30.50 in collections for 12/21/17 – 1/5/18 that matched the printed transaction report. Abigail Abbott did collect an envelope 12/21 for the period of October 23-Dec 21, 2017 \$1042.50.

Respectfully,
 Paula St. Laurent - Kuehl